Government of
Saskatchewan

2006 - 2007
Annual Report

Saskatchewan
Labour

2007-04692/

Table of Contents

Letters of Transmittal 3

Introduction 4

Who We Are 4

2006-07 Results at a Glance 8

Summary of Performance Results 8

Summary of Financial Results 12

2006-07 Performance Results 13

Goal 1 - Fair Workplaces 13

Goal 2 - Co-operative Workplaces 17

Goal 3 - Healthy and Safe Workplaces 20

Goal 4 - Equality of Saskatchewan Women 35

2006-07 Financial Results 39

Summary of Expenditures 39

Summary of Revenues 40

Where to Obtain Additional Information 41

Appendices 42

Appendix A: Organization Chart 42

Appendix B: Legislation Administered by Saskatchewan Labour 43

Letters of Transmittal

His Honour the Honourable Dr. Gordon L. Barnhart
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

It is our privilege to submit the Annual Report for Saskatchewan Labour for the fiscal year ending March 31, 2007.

Respectfully submitted,

David Forbes
Minister of Labour

Judy Junor
Minister Responsible for Status of Women

The Honourable David Forbes
Minister of Labour

The Honourable Judy Junor
Minister Responsible for Status of Women

Dear Ministers:

I have the honour of submitting the Annual Report for Saskatchewan Labour for the fiscal year ending March 31, 2007.

Respectfully submitted,

W. G. Craik
Deputy Minister of Labour

Introduction

The 2006-07 Annual Report of Saskatchewan Labour describes the Department's results for the key actions and performance measures that were published in the 2006-07 Performance Plan released in March 2006. It describes the Department's results associated with the key actions included in *Our Plan for the 2006-07* (the government-wide plan released with the 2006-07 budget, which is available at http://www.gov.sk.ca/finance/accountability/2006_2007/performanceplans.htm)

This year's Annual Report contains a number of enhancements that are the result of the continued implementation of the government's Accountability Framework. Enhancements include improved and more detailed financial reporting and a fuller analysis and discussion of the Department's performance results. Reporting actual financial and performance results as compared to the Performance Plan released earlier increases accountability to the public.

The Department's 2007-08 Performance Plan was released with the provincial budget on March 22, 2007. It is available at www.labour.gov.sk.ca

Who We Are

Saskatchewan Labour's vision is a prosperous Saskatchewan that benefits from healthy workplaces and the equality of women.

The mandate of the Department is to ensure that Saskatchewan workers are employed in safe, fair and productive workplaces. The Department carries out this mandate through labour legislation, prevention, education and training services, through promoting, developing and enforcing occupational health and safety and labour standards, providing support to injured workers and assisting in preventing and resolving workplace disputes. The Department also works in partnership with all other provincial departments and Crown corporations towards the goal of equality for all Saskatchewan women.

Saskatchewan Labour works with employees and employers in a variety of ways to help ensure positive workplaces and prevent negative outcomes within work environments. The Department has 178.3 full-time equivalent staff positions in offices in Regina, Saskatoon, Prince Albert, Estevan, Moose Jaw, North Battleford, Swift Current and Yorkton.

Our mission reflects the realization that a thriving economy depends upon a shared commitment to safety, co-operation and equity by all employees and employers and the full participation of women in all sectors and facets of the economy.

The Department's activities are categorized into seven main areas that focus on achieving our vision of healthy workplaces, the equality of women and our goals that support the economic and social development of the province.

The Labour Relations and Mediation Division provides information, training, bargaining assistance and mediation to labour and management in unionized workplaces. The Division assists unions and management to resolve difficult labour disputes and work stoppages due to strikes and lockouts. Conciliation is provided to parties involved in collective bargaining disputes. Grievance mediation helps parties resolve issues prior to the arbitration stage. The Division also helps parties improve communication and enhance and rebuild working and bargaining relationships.

The Division assists parties with interest-based negotiation (IBN) and grievance and workplace mediation in order to prevent workplace conflict or resolve existing conflict. It delivers training to unionized workplaces in the areas of IBN and conflict resolution to improve participants' problem-solving skills.

The Labour Standards Branch provides services to Saskatchewan employers and employees in support of fair and equitable workplace practices. The Branch aims not only to enforce labour legislation, but also to ensure that employees and employers are aware of their rights and responsibilities under these laws.

The Branch:

- Investigates labour standards related complaints.
- Undertakes collection action in support of unpaid wages.
- Responds to anonymous third-party complaints where there is evidence of non-compliance.
- Maintains a toll-free inquiry call centre during business hours and a 24-hour automated messaging system.
- Develops and disseminates targeted information tools to inform employers and employees about their rights and responsibilities in the workplace.
- Undertakes a variety of pro-active initiatives to encourage and enhance compliance.

The Occupational Health and Safety (OHS) Division works to improve workplace health and safety through five inter-related and complementary strategies. These include:

- Increasing employer/worker involvement in reducing workplace hazards.
- Enforcing standards through workplace inspections and other enforcement tools.
- Providing workplaces with technical support to identify and reduce hazards in such areas as air quality, radiation, toxicology and ergonomics.

- Providing youth and future workers with health and safety orientation before reaching the workplace.

- Increasing public awareness that health and safety must be part of workplace culture.

Broadly based educational programming involves strategic development, delivery and distribution of integrated programs and educational resources to address the principles of healthy and safe, fair and co-operative workplace practices. The Department, through its OHS Division and Labour Standards Branch, works in partnership with a broad base of stakeholders, including government, educational institutions, Aboriginal and Métis organizations, community-based organizations and business and labour groups. Key areas of focus include the development of materials related to the *Ready for Work* program, the integration of occupational health and safety and labour standards information into First Nations and Métis training and educational programs and the implementation and promotion of injury prevention initiatives, including *Grow Up With Safety.*

The Office of the Worker's Advocate (OWA) provides assistance to any worker or dependant of a worker who has suffered an industrial accident or disease and who is involved in a dispute with the Workers' Compensation Board (WCB) concerning a compensation claim.

The Worker's Advocates represent injured workers or their dependents at all levels of appeal with the WCB. While the main focus is the representation of workers through the appeals process, the office also assists injured workers or their dependents in any way that enables them to obtain the benefits to which they are entitled without having to take the dispute through the formal appeals process.

Economic development, productivity and growth in Saskatchewan are strongly influenced by fair and balanced labour legislation. The Planning and Policy Division works with employees, employers and the associations that represent them, as well as community-based organizations and the general public to ensure that policies, legislation and regulatory frameworks balance the interests of employees and employers by promoting and regulating healthy and safe workplaces, co-operation and employer and employee rights and responsibilities in Saskatchewan.

The Division also conducts and publishes a biennial survey of wages in Saskatchewan and disseminates information on negotiated wage settlements, work stoppages and union membership in Saskatchewan.

The Work and Family Unit uses a capacity building approach that provides practical assistance to Saskatchewan employers, employees and community organizations to deal with issues of stress and fatigue that arise out of the lack of balance between work and family. This assistance includes community development expertise on the development of

partnership groups that focus on workfamily issues, as well as a range of knowledge-transfer resources, including self-help research instruments that equip employers and employees to make their workplace more family-friendly.

The Status of Women Office provides strategic direction and leadership to government on policy direction affecting the status of Saskatchewan women. In partnership with all government departments and Crown corporations, the goal is to achieve economic and social equality for Saskatchewan women. *The Action Plan for Saskatchewan Women* provides a framework to guide the government in addressing women's equality issues in the province. Through the Interdepartmental Committee of Advisors on Women's Policy, individual departments and agencies are responsible for ensuring that women's issues are considered in government's decision making. The Office is a single window into government for women's organizations and fosters relationships with community stakeholders. Facilitating positive communication linkages with the women's community assists in having women's issues reflected in government activities and initiatives. The Action Plan and its companion document *Government Initiatives Responding to Women's Issues* are available on the web at www.swo.gov.sk.ca. Printed copies are available by contacting the Status of Women Office at: 400 - 1870 Albert Street, REGINA SK., S4P 4W1, or by phone (306) 787-7401.

Meeting performance objectives requires that the Department work closely with key partners in the delivery of services.

2006-07 Results at a Glance

Summary of Performance Results

The Department responded to many challenges facing employees and employers and women and the women's community. Highlights of the most significant performance results are shown below.

Goal 1 – Fair Workplaces

- Responded to approximately 65,000 inquiries. Approximately 65 per cent were from employees, 28 per cent were from employers and seven per cent were from others.
- Completed 2,278 investigations, assessed $1.862 million in additional wages and collected $1.105 million.
- Established a Labour Standards Wage Collections Unit to further assist employees recover income from employers who refuse to pay earned wages.
- Responded to 72 anonymous complaints; and initiated 48-targeted inspections; resulting in $77,000 in additional wage payments affecting some 2,100 employees.
- Initiated nine prosecutions of employers who after being informed of their responsibilities and obligations under *The Labour Standards Act and Regulations*, continued to persist in non-compliant behaviors.
- Delivered and introduced a labour standards information package, developed in partnership with the Retail Council of Canada specifically for employers and employees in the retail sector, to over 860 retail operators (collectively employing more than 13,500 employees).
- The Education and Training Unit (in conjunction with staff from the OHS Division):
    - Provided support for the delivery of Ready For Work training seminars and educational material to Saskatchewan Learning, Saskatchewan Institute of Applied Science and Technology (SIAST), high school teachers, Universities of Regina and Saskatchewan Vocational Education teacher training programs, and to the Saskatchewan Federation of Labour health and safety facilitators.
    - Provided 72 labour standards seminars to 1,069 Saskatchewan employers, employees, secondary and post-secondary students in communities throughout the province including seminars geared to new immigrants, Aboriginal communities, and vulnerable, at risk adults and youth.
- Coordinated the government's response to the recommendations of the *Commission on Improving Work Opportunities for Saskatchewan Residents*.

- Amended *The Labour Standards Act* to establish Family Day - the third Monday in February - as Saskatchewan's tenth public holiday. Family Day is part of Saskatchewan's commitment to ensuring that our families benefit from the strong economy.

- Implemented the third of three increases to the minimum wage and the corresponding minimum call-out pay to $7.95 and $23.85 respectively. The increases were effective on March 1, 2007.

Goal 2 – Co-operative Workplaces

- Delivered 11 conflict resolution-training courses and 14 interest-based negotiation-training courses.

- Completed 37 workplace mediations.

- Helped resolve collective bargaining disputes at Agrium Inc. (Vanscoy Potash Mine), Elmwood Group Homes, Cheshire Homes of Regina Society and Federated Co-operatives Ltd.

- Appointed two special mediators to resolve disputes in the private and public sectors.

Goal 3 – Healthy and Safe Workplaces

- Enhanced education and enforcement initiatives to reduce Saskatchewan's high number of workplace injuries and illnesses through continuing the implementation of the *Action Plan for Healthy and Safe Workplaces*.

- Began analysis and implementation of the recommendations of the Occupational Health and Safety Council's review of *The Occupational Health and Safety Act, 1993* and its administration.

- Enhanced support for prosecutions in co-operation with Saskatchewan Justice and the prosecutor dedicated to OHS and WCB related cases.

- An additional 416 Occupational Health Committees were established bringing the total number to 4,808 across the province. A total of 3,866 workers and employers received committee and supervision training through 193 courses.

- Conducted 3,621 inspections.

- Provided 4,120 testing and other technical services to workplaces related to occupational hygiene, toxicology, radiation and mine safety.

- Continued with Phase II of the Building OHS Capacity Sector Partnership of Saskatchewan Labour, SIAST and key occupational health and safety stakeholders, focusing on involving the Aboriginal Community, reaching more young workers and providing more access to post-secondary programs such as the OHS Applied Certificate Program offered by SIAST.

- Delivered *Ready For Work* Program orientation to 138 teachers through ten workshops. This would translate into over 3,800 students being exposed to work skills education resources.

- Launched the *Grow Up with Safety Program* - an innovative program of injury prevention resources designed to support the delivery of health education curricula to Grades 1 through 9 in Saskatchewan schools and raise awareness of the importance of healthy and safe work practices in the agricultural sector.

- The *WorkSafe Saskatchewan* public awareness campaign, a partnership between WCB and Saskatchewan Labour, was continued and expanded including the first annual Safe Employer Award and continuation of the Safe Worker Award, in partnership with the Saskatchewan Federation of Labour and the Saskatchewan Safety Council.

- Undertook a review of The Workers' Compensation Act, 1979 to ensure that the compensation system is up-to-date, fair and responsive.

- Four workplaces are or have begun working with *The Family-Friendly Workplace Portfolio.*

- Forty six individuals received formal training in applying *The Family-Friendly Workplace Portfolio.*

- Developed a sector engagement plan which involved identifying opinion leaders in the small business, trade union, Aboriginal employers/ employees, unionized workplaces, and non-profit sectors, who were trained to offer leadership on work-family issues in their respective sectors.

- Continued to work with Catholic Family Services, the United Way of Saskatoon, and the Saskatoon and District Labour Council on a low-wage work and family balance initiative.

- Held a successful conference: Work-Family Balance and Labour Force Shortages.

- Reduced the waiting time for the services of a Worker's Advocate from eight weeks in April 2006 to a maximum of six weeks in April 2007.

- Developed a new case management process to refer files dealing with one type of issue to the Intake Officer as soon as the worker or family member approached the OWA for assistance at the first level of appeal.

Goal 4 – Equality of Saskatchewan Women

- The Status of Women Office (SWO) provides training in gender-based analysis as requested by government departments and agencies, as well as Crown corporations.
- Provided advice, analysis and resources as requested to organizations covered by the Pay Equity Policy Framework.
- The SWO sponsored 71 organizations, which in turn hosted 33 events throughout the province, in recognition of International Women's Day (March 8).
- In 2006-07, the SWO had 54 consultations with women and women's groups in different regions, and with youth, immigrant women, academics, business and professional women, nurses and doctors, First Nations and Métis women, northern women, program and service operators, and women in non-traditional occupations.
- In 2006-07, the SWO supported 59 activities hosted by, or for, women with $98,000. Grants ranged from $200 to $7,500.

Summary of Financial Results

The Department of Labour has spent $15.369 million in 2006-07 against a budget of $15.680 million. Savings of $311 thousand were largely due to vacancy savings across the department.

The revenue realized in 2006-07 was $8.803 million against a budget of $9.265 million. The shortage in revenue was due to lower costs in Occupational health and Safety, which resulted in a smaller amount in billable costs to the Worker's Compensation Board.

The Full-Time Equivalent (FTE) utilization for 2006-07 was 167.0 FTEs against a budget of 178.3 FTEs. The saving of 11.3 FTEs is due to difficulty recruiting for a number of positions and normal attrition.

2006-07 Performance Results

Introduction

The following section provides detailed information on the progress that we have made towards our longer-term goals and objectives.

Annual performance information is used to assess overall progress towards goals and objectives each year, and in turn to inform future plans and actions.

The key actions originally presented in our 2006-07 Performance Plan are listed below, followed by a report on our actual progress. Actual results information is included for all key actions and performance measures that were published in our 2006-07 Performance Plan.

The 2006-07 Performance Plan provides further information on the Department's performance measures, and is available at www.labour.gov.sk.ca

Goal 1 – Fair Workplaces

Objective – Increase awareness of, and adherence to, labour standards legislation

Labour Standards is one of the Department's primary front-line programs.

The Branch provides services to Saskatchewan employees and employers in support of fair and equitable workplace practices. The objective is to enhance compliance by developing and providing timely access to pertinent labour standards information that can be used to avoid or resolve workplace concerns, by targeting non-compliant sectors and by continuing to investigate and resolve formal complaints.

The Branch:

- Investigates and resolves labour standards complaints from eight different locations across the province.
- Works with affected parties to resolve labour standards workplace concerns.
- Maintains a toll-free inquiry call centre in Regina.
- Develops and disseminates targeted information tools to inform employees and employers about their rights and responsibilities in the workplace.
- Develops and implements compliance and service delivery strategies.
- Develops and applies legislative interpretation and application.
- Partners with OHS on the *Ready for Work* (RFW) initiative.
- Undertakes a variety of initiatives to encourage and ensure compliance with labour standards legislation and regulations.

Key Results

Print and distribute an information guide for the retail sector, which often provides first work experiences for many new and young workers, to inform employers and employees about their rights and responsibilities in the workplace [2006-07 planned result].

- Having partnered with Retail Council of Canada on the development of a quick reference labour standards guide for the retail sector, branch officers personally delivered and introduced the guide to more than 860 retail operators collectively employing over 13,500 employees. The guide is also available at http://www.labour.gov.sk.ca/standards/Retail_Guide/Retailer'sGuide.pdf

- Accounting for approximately $10 billion in sales to Saskatchewan's economy every year, retailers provide employment opportunities for one of every eight workers and have a large proportion of the province's entry-level and part-time jobs. Many young people have their first work experience in retail.

Maintain a toll-free inquiry call centre to provide labour standards information to the 50,000-70,000 workers, employers and human resource practitioners who call annually [2006-07 planned result].

- Responded to more than 65,000 calls for labour standards information – 65 per cent from employees; 28 per cent from employers and 7 per cent other.

- Continued to provide written responses to requests for clarification on labour standards regulations, policies and practices.

Continue to accept and investigate anonymous or third party complaints where there is evidence to suggest noncompliance with *The Labour Standards Act* and Regulations [2006-07 planned result].

- Responded to 72 anonymous complaints; initiated 48 targeted cases; in total resulting in $77,000 in additional wage payments affecting some 2,100 employees. Top non-compliance issues were – overtime; public holiday pay and failure to pay wages within 14 days of termination.

- The Branch initiated nine prosecutions of employers who after being informed of their responsibilities and obligations under *The Labour Standards Act* and Regulations, persisted in non-compliant behaviors.

- To raise visibility and undertake awareness and targeted initiatives outside of Regina and Saskatoon, the Branch's Education and Training Unit and Compliance Review Unit visited and delivered education and awareness sessions in the following 13 communities: Moose Jaw, Buffalo Narrows, La Ronge, Tisdale, Kindersley, Melfort, Esterhazy, Weyburn, Ile-a-la-Crosse, Fort Qu'Appelle, Yorkton, Gravelbourg and Canora.

- In the majority of cases, the Branch obtained the co-operation and support of the local Chambers of Commerce, the Regional Economic Development Corporation, the Can/Sask Business Service Centre, or the regional college. Participants ranged from CEOs to students as well as employers and employees.

Undertake approximately 2,500 labour standards investigations in response to formal complaints and assess

approximately $1.5 million in unpaid wages [2006-07 planned result].

- Completed 2,278 investigations, assessed $1.862 million in additional wages and collected $1.105 million.

- Established a Labour Standards Wage Collections Unit (two FTEs) to further assist employees recover income from employers who refuse to pay earned wages. The Collection Unit will help them turn court judgments into cash through investigations, liens and caveats, and negotiated settlements for payment.

- The Collection Unit is part of the commitment to vulnerable workers that no one should be left behind on the road to prosperity. The Collection Unit assists employees in converting Queen's Bench wage judgments into money, by undertaking the collection of wage judgments on behalf of employees. Collection activities can be time-consuming, costly and complex and, without assistance, this action is beyond the reach of most employees who have already suffered a loss of wages.

- When action is taken to collect wage judgments, unscrupulous employers are deterred from evading the proper payment of wages to other employees. Wage collection encourages an employer's future labour standards compliance, that levels the playing field for those employers who voluntarily comply, and reinforces the Branch's overall enforcement efforts.

Monitor the "Working in Saskatchewan" curriculum module on labour standards developed in conjunction with SIAST for the Continuing Care Assistant program (formerly Home Care/Special Care Aide program) [2006-07 planned result].

- In co-operation with SIAST, facilitated the: development and mail-out of a series of teacher/student curriculum information fact sheets for SIAST students addressing labour standards, occupational health and safety, trade union, work and family and WCB topics to 200 SIAST program heads and regional college program coordinators across the province; inclusion of the *Working in Saskatchewan* module into the Pharmacy Tech program curriculum; posting of the Working in Saskatchewan curriculum module on the SIAST virtual campus website creating greater awareness of its existence among SIAST instructors and program heads; posting of the labour standards video, *A Good Deal for Saskatchewan* on the virtual campus website for use in the Entrepreneurship training program; training of 11 Woodland Campus Continuing Care Assistant Program instructors to use the *Working in Saskatchewan* curriculum resource in their programs of study.

Co-ordinate the government's response to the recommendations of the *Commission on Improving Work Opportunities for Saskatchewan Residents* [2006-07 planned result].

- An interdepartmental working group consisting of 11 departments, commissions and Crown corporations was established to analyze the

recommendations and develop responses to each one. In addition, the Departments of Finance and Health undertook a financial analysis of two recommendations.

In addition to the 2006-07 planned results, the following was achieved:

- Undertook a variety of initiatives to encourage and ensure compliance with labour standards legislation and regulations.

- The Education and Training Unit, (in conjunction with staff from OHS Division) provided support for the delivery of Ready For Work training seminars to high school teachers, Universities of Regina and Saskatchewan Vocational Education teacher training programs, Saskatchewan Federation of Labour (SFL) health and safety facilitators; provided feedback to the developer on the Middle Years Career Guidance Resource regarding labour standards.

- In co-operation with industry partners, began the development of additional sector specific packages of labour standards and occupational health and safety information for employers and employees.

- In partnership with Saskatchewan Human Rights Commission, Service Canada, Work and Family Unit and Status of Women, Saskatchewan Labour, Saskatchewan Health and the Breastfeeding Committee of Saskatchewan, assisted in the development of *Pregnancy, Parenting and the Workplace* handbook for parenting employees and employers.

- Provided 72 labour standards seminars to 1,069 Saskatchewan employers, employees, secondary, and post-secondary students *in communities* throughout the province including seminars geared for new immigrants, Aboriginal communities, and vulnerable, at risk adults and youth.

- Increased the minimum wage and the corresponding minimum call-out pay in to $7.95, and $23.95 respectively effective on March 1, 2007.

- Amended *The Labour Standards Act* to provide for a statutory holiday to be known as "Family Day".

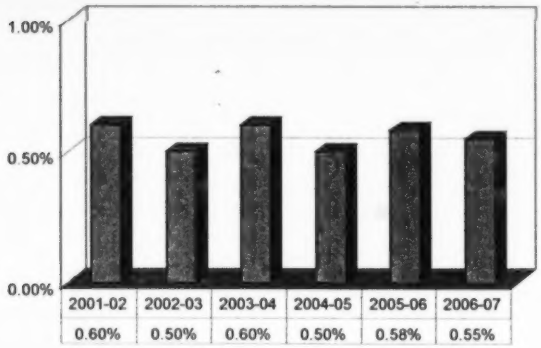
- Reviewed the regulation that exempts employees working for employers north of Township 62 from the hours of work and overtime provisions of *The Labour Standards Act* (otherwise known as the "Northern Exemption").

- Reviewed the Minimum Wage Regulations concerning the minimum age of employment and the provision of transportation home for employees in certain industries who finish work between the hours of 12:30 a.m. and 7 a.m. local time.

- Reviewed the leave provisions of The Labour Standards Act to provide Reservists in the Canadian Armed Forces with an unpaid leave of absence in order to protect their jobs when training or called for active duty.

Measurement Results

Per cent of the non-agricultural workforce that filed a complaint with the Labour Standards Branch



Source: Department of Labour, Labour Standards Case Management System Statistics. Canada 71F0004XCB, Labour Force Historical Review, 2005, *as cited in The Saskatchewan Labour Force Report.*

The performance measure result is arrived at by calculating the number of formal complaints received by the Labour Standards Branch as a percentage of the non-agricultural workforce.

The Department has a low level of influence on complaints filed. Complaints will always be received; an acceptable target is that 99 per cent or greater (of the eligible non-farm workforce) should not need to file a formal complaint.

However, the measures provide an overview of non-compliance. This will assist in reallocating or refocusing resources and efforts towards sectors with unacceptable compliance rates and complaints. The Department can have a significant impact on workplaces found in non-compliance.

Business insolvencies due to external, non-controllable factors will adversely impact this measure, as the voluntary resolution option is no longer available and formal complaints become necessary.

A comparable jurisdiction is not available; Alberta no longer uses a percentage of employers whose employment practices resulted in no complaints registered with the Employment Standards Branch. For 2004-05 the Alberta rate (percentage) was 97.6 per cent. Currently Alberta uses a satisfaction survey of clients who access the Employment Standards Contact Centre. See pg 43 of the 2005/2006 Ministry Annual Report http://employment.alberta.ca/documents/RRM/RRM-PUB_annrpt05_06.pdfGoal 2 – Co-operative Workplaces

Goal 2 - Co-operative Workplaces

Objective – Improved skills for employers and workers in unionized workplaces to manage co-operative relationships

Workplace relationships embody many complex issues that, if not resolved, threaten the viability of the organization and, more generally, the health of the economy. Successfully dealing with these issues requires that both employers and employees are skilled in joint problem solving and conflict resolution. Positive employer-employee relations that reflect co-operation and teamwork are keys to success and essential to maintaining

Saskatchewan's competitive position. Progress has been made in achieving this objective. During 2006, time lost in Saskatchewan due to strikes and lockouts accounted for only 2.1 per cent of all person days lost in the nation. The number of person days lost during 2006 was less than half of Saskatchewan's ten-year average.

Key Results

Provide conciliation services to employers and unions requesting assistance to resolve disputes and conclude negotiations to establish or renew collective agreements [2006-07 planned result].

- Concluded 14 agreements without a strike or lockout. Negotiated settlement of three strikes/lockouts.
- Facilitated interest-based negotiations to conclude 15 agreements.
- Helped resolve collective bargaining disputes at Agrium Inc. (Vanscoy Potash Mine), Elmwood Group Homes, Cheshire Homes of Regina Society, and Federated Co-operatives Ltd.

Conduct grievance mediations at the request of the parties to resolve disputes that involve the interpretation and application of collective agreements [2006-07 planned result].

- Conducted 53 grievance mediations and resolved 43.

Deliver training sessions to facilitate interest-based bargaining and increase knowledge and awareness of conflict resolution skills that can be applied in the workplace [2006-07 planned result].

- Fourteen interest-based negotiation-training courses were delivered and 11 conflict resolution-training courses were delivered.

Assess and mediate workplace conflict [2006-07 planned result].

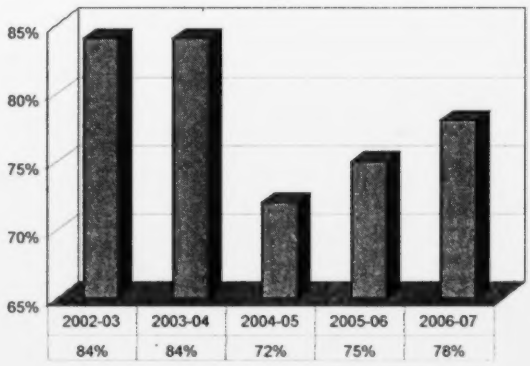
- Thirty-seven workplace mediations were completed.

In addition to the 2006-07 planned results, the following was achieved:

- Appointed two special mediators to resolve disputes in the private and public sectors.

Measurement Results

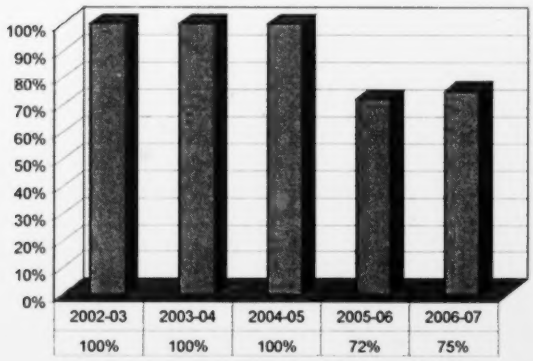
Per cent of agreements resolved in conciliation without a work stoppage



Source: Department of Labour, Labour Relations and Mediation case files.

Outcomes may vary from year to year. In certain cases, the parties may commence a strike or lockout before they request conciliation. Work undertaken by the Labour Relations and Mediation Division is subject to client demand and is cyclical in nature. The Department has no influence on the level of client demand. Rather, the parties bear complete responsibility for concluding their own agreement. The role of conciliation is to bridge the differences between the parties and assist them in achieving a settlement.

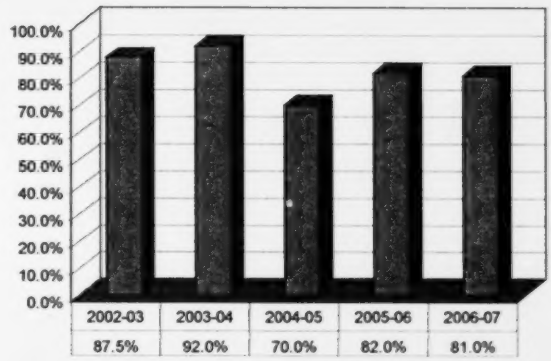
Per cent of agreements concluded in conciliation where a strike or lockout has occurred



Source: Department of Labour, Labour Relations and Mediation case files.

These results may vary somewhat from year to year. The parties may consider using an outside mediator or other dispute resolution mechanism such as interest arbitration to achieve final settlement of their differences. When this occurs, the Division would have no influence on the final settlement.

Per cent of grievances resolved in mediation



Source: Department of Labour, Labour Relations and Mediation case files.

Mediation can assist the parties to resolve grievances in many instances, but they retain the option to continue on to arbitration if that process better meets their needs.

Performance measures may vary from year to year and diverge from the target. Work undertaken by the Division is subject to client demand and is cyclical in nature.

Goal 3 – Healthy and Safe Workplaces

Objective 1 – Improved workplace health and safety

Each year, over four per cent of our provincial workforce suffers from a work-related injury or illness severe enough to take them off the job (*Workers' Compensation Board Annual Report, 2006*). The Province's social and economic well-being depends on healthy and safe workplaces. The Department works to improve workplace health and safety through five inter-related and complementary strategies. These are:

- Engaging employers and workers in reducing workplace hazards; making legal standards for healthy and safe work known and enforcing them;
- Providing workplaces with health and safety services to meet standards, including research, technical services, information, education and training;
- Providing youth and future workers with basic health and safety orientation before entering the workforce; and
- Increasing public awareness to promote healthy and safe practices as part of the community and workplace culture.

Changing demographics and rapid industry growth impact the number of workplace injuries and illnesses, and therefore the focus of different initiatives. For example, the Saskatchewan workforce is generally aging and the injury and illness rates of workers over 45 years of age are increasing. Growth industries, such as the petroleum and mining sectors, tend to have more inexperienced workers who in turn have higher injury rates than more experienced workers.

Key Results

Reduce lost-time injuries by five per cent by increasing the number of worksite inspections and providing education, training and technical support on identifying and controlling workplace hazards [2006-07 planned result].

- Based on 2006 WCB data, the time-loss injury rate has declined by over 18 per cent (to 4.05 injuries per 100 workers) since the department introduced the Action Plan for Healthy and Safe Workplaces in 2003. In the last year alone, the number of lost-time injuries has decreased by nearly 5 per cent. Saskatchewan has experienced one of the highest reductions in the country.

Develop and support the Saskatchewan workplace responsibility system through engaging employers and workers in reducing workplace hazards by:

a) Supporting the more than 4,400 current occupational health committees, and adding up to 300 new committees each year with a focus on larger, higher-risk workplaces.

b) Providing training opportunities to 4,500 employer and worker representatives in 225 courses on the

responsibilities of Occupational Health Committees, OHS representatives and supervisors.

c) Helping workplaces develop occupational health and safety programs or systems in approximately 1,600 higher-risk workplaces, focusing on 400 workplaces with the highest injuries and illnesses [2006-07 planned result].

- Increased the number of workplace Occupational Health Committees to 4,808, including 416 new committees. These employer/worker committees now cover an estimated 233,000 workers.

- Provided training to 3,881 employer and worker representatives in 195 training courses addressing workplace Occupational Health Committee's functions and supervision. External instructors, qualified by the OHS Division based on criteria endorsed by the OHS Council, delivered 9 additional courses to 83 participants.

- The OHS Division's targeted inspection program focused 1,104 inspections on higher-risk workplaces, including 93 workplaces with the highest number of injuries and illnesses.

Improve compliance with Saskatchewan legal standards for healthy and safe work by:

a) Making sure standards are known and enforced through approximately 4,500 worksite inspections per year, an increase of 50 per cent since the Department's *Action Plan for Healthy and Safe Workplaces* was announced in September 2003.

b) Issuing more notices of contravention to ensure standards are met.

c) Prosecuting for serious or repeated non-compliance with health and safety standards. Implementing the revised standard from the Occupational Health and Safety Council's review of provincial health and safety legislation [2006-07 planned result].

- Conducted 3,621 workplace inspections.

- Issued 4,480 contraventions, including 210 cessations of work.

- Investigated 71 serious accidents or incidents, 12 fatalities, four refusals to do unusually dangerous work, 17 complaints of discriminatory action, and 31 harassment cases.

- Granted 42 exemptions to current standards and addressed seven appeals of Notices of Contraventions.

- Improved enforcement of legislation in partnership with Saskatchewan Justice and the dedicated prosecutor, quadrupling the number of OHS related cases, eliminating the delay between investigations and the commencement of a prosecution and increasing the number of prosecutions that involve high risk, flagrant or chronic disregard for health and safety requirements. In 2006-07 the Department forwarded 30 prosecution files to the prosecutor for review.

- Commenced a response to the Occupational Health and Safety Council's report on the review of occupational health and safety legislation. Consultations took place and focused on items that are expected to have the greatest impact on reducing Saskatchewan's rate of workplace injury, illness and fatalities, as well as proposed housekeeping and administrative amendments. Over 200 stakeholder groups were consulted. In January 2006, Council submitted its report on the review of *The Occupational Health and Safety Act, 1993* and its associated regulations that contained 16 recommendations, relating to both the adequacy of the legislation as well as its administration, containing approximately 200 legislative amendments.

- As part of the targeting program with WCB under the WorkSafe Saskatchewan partnership, prioritized enforcement and education activities, focused on 20 firms (10 employers from non-health sectors and 10 from the health sector) with higher injury records based on WCB claims. The injury rate for all non-health care firms in the program decreased by 16 per cent between 2005 and 2006.

- The development of a strategy for health care targeting has resulted in over four times the annual number of inspections and contraventions in this sector. The health sector represents about 9 per cent of all workers covered by WCB but accounts for approximately 18 per cent of all time loss injuries in the province. The number of time loss injuries in this sector continued to decline, for the third year in a row, to 6.3 per cent in 2006.

Provide health and safety services for workplaces to reduce hazards to meet health and safety standards by:

a) Providing 4,500 technical services in such areas as hygiene, toxicology, ergonomics and radiation with increasing emphasis on ergonomic and radiation safety.

b) Undertaking applied research to reduce workplace hazards in at least 10 targeted industries and occupations.

c) Enhancing technical support to workplaces to better manage hazards and address emerging issues in workplace conditions and communicable diseases.

d) Providing information, education and training through presentations, publications and websites [2006-07 planned result].

- Conducted 12 applied research projects, including evaluating the effectiveness of patient shielding for chest examination, pregnant women and the measurement of fetal radiation doses, testing of a radio-protective helmet, and developing a database to analyze occupational fatalities and farm injuries.

- Provided 1,986 health and safety technical services in occupational hygiene and ergonomics including responding to requests regarding working environment, processing laboratory samples, providing testing

equipment to workplaces, and providing environment assessments for such issues as asbestos removal and intensive agricultural operations.

- Provided 1,593 radiation safety services, protecting 5,200 workers and the public at large, including laboratory tests and calibrations of equipment, quality assurance tests for medical and dental workplaces, on-site inspections and consultations.

- Provided 399 toxicology services, including consultations, risk assessments at workplaces, investigations of causes of illness at workplaces and auditing of material data sheets as part of the Workplace Hazardous Materials Information System (WHMIS) program.

- Provided 434 technical support services to the mining sector including administering exams for blasting explosives, supervisors, and mine rescue operations.

- In partnership with the University of Saskatchewan, provided an Occupational Health Clinic and Chief Occupational Medical Officer service to review specific occupational health illness cases and provide advice on prevention programming, such as changes to the blood lead action and notification levels from lead exposure in radiator repair shops and wood dust exposure in various wood industries.

- Provided 538 presentations on health and safety issues, reached over 14,500 participants through loans of video resources and responded to nearly 12,000 inquiries on health and safety matters.

- Supported 3 of the 14 participants that attended the OHS Applied Certificate Program through the Saskatchewan Labour OHS Practitioner Award Fund which was established to help workers pay the costs of the OHS Applied Certificate Program offered at SIAST's Kelsey Campus in Saskatoon and expanded through SIAST's distance education initiative to Regina. The 12-week applied certificate and prior learning assessment process (PLAR) was developed through a partnership involving labour, industry, government and post-secondary organizations.

- Provided workplaces and the public with occupational health and safety information, including 10 new or revised publications on issues such as Hantavirus disease, avian influenza, radiation protection in uranium exploration and eye injury prevention.

Increase healthy and safe work practices as part of community and workplace cultures through:

a) WorkSafe Saskatchewan promotion activities such as the WorkSafe website with more than 1,000 articles.

b) Partnerships with public and private agencies for promotions, such as North American Occupational Safety and Health (NAOSH) Week [2006-07 planned result].

- *WorkSafe Saskatchewan*, a prevention promotion partnership between Saskatchewan Labour and the WCB, continued to raise awareness of workplace safety through television, newspapers, radio, billboards and public outreach programs including its website containing e-learning tools, nearly 1,200 articles and receiving more than 272,000 visits in the past year. In partnership with the Saskatchewan Federation of Labour and the Saskatchewan Safety Council, the first Safe Worker Award for Saskatchewan was awarded in 2006. A new award, the Safe Employer Award, was initiated to recognize employers who are dedicated to safety and prevention in the workplace and will be presented for the first time in 2007.

- Saskatchewan Labour, in partnership with representatives from the WCB, Canadian Society of Safety Engineering, the Canadian Centre for Occupational Health and Safety, the Government of Canada, Saskatchewan Federation of Labour, Saskatchewan Safety Council, the safety associations and Community netWORKS (Regina Public, Regina Catholic and Prairie View School Divisions), hosted the provincial launch of North American Occupational Safety and Health Week 2006.

Help young people make the transition from school to work by training 160 teachers to deliver work skills education to approximately 4,000 students [2006-07 planned result].

- Delivered the *Ready For Work* Program orientation to 138 teachers through 10 workshops. This would translate into more than 3,800 students being provided with work skills education resources. *Ready for Work* is a comprehensive program of health and safety and labour standards activities and resources, developed in partnership with Saskatchewan Learning, that is integrated into Saskatchewan provincial high school curricula, including Practical and Applied Arts and Law courses.

- Continued with Phase II of the Building OHS Capacity Sector Partnership between Saskatchewan Labour, Saskatchewan Learning, SIAST and key OHS stakeholders to design programs to help workers and employers increase their knowledge and skills in reducing workplace injuries and illnesses. Phase II focuses on involving the Aboriginal community, reaching more young workers and providing more access to post-secondary programs.

- Launched the *Grow Up With Safety* program. This innovative program of injury prevention resources was developed in co-operation with Agriculture in the Classroom Inc., Saskatchewan Learning, and other partners in the educational community, and is designed to support the delivery of Grades 1-9 Health education curricula in Saskatchewan.

Undertake a review of *The Workers' Compensation Act, 1979* to ensure that the compensation system is up-to-date, fair and responsive [2006-07 planned result].

- Section 162 of *The Workers' Compensation Act, 1979*, requires the Lieutenant Governor in Council to, at least once every four years, "appoint a committee of review, consisting of five or more members ... to review and report on all matters concerning this Act, the regulations and the administration of this Act and the regulations".

The Committee completed its review and presented a Report to the Minister of Labour on February 14, 2007.

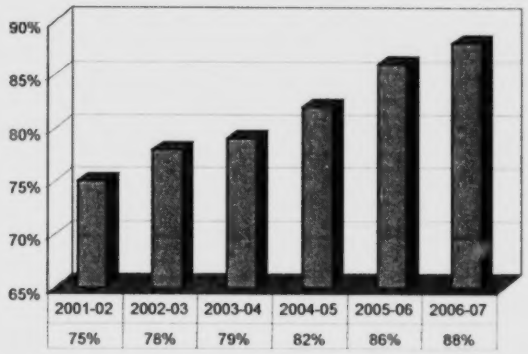
In addition to the 2006-07 planned results, the government committed to:

- Focus on workplace safety through the response to the Occupational Health and Safety Council Report [Throne Speech commitment].

- Receive and respond to the Report from the Workers' Compensation Act Committee of Review [Throne Speech commitment].

Measurement Results

Percentage of Saskatchewan workers who are working in provincially regulated workplaces [with ten or more workers] that have occupational health committees



Sources: Statistics Canada Canadian Business Patterns, 2006
Statistics Canada, Labour Force Historical Review, 2006
Department of Labour, Occupational Health and Safety Committee Program

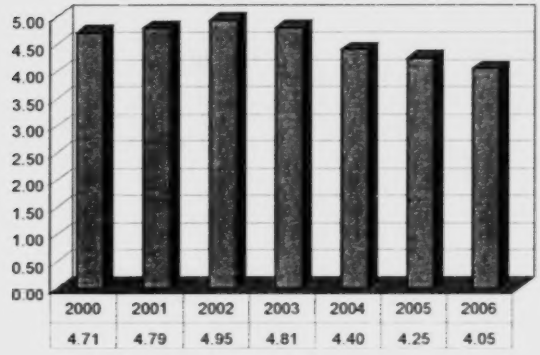
The performance measure is calculated by dividing the number of workers covered by active Occupational Health Committees by the estimated number of workers in provincially regulated workplaces with 10 or more workers.

The estimate of the number of provincial workers in workplaces of 10 or more employees was recalculated from 2002-03 using Statistics Canada Business Registry and Labour Force data, giving an estimate of 265,000 workers rather than the 300,000 initially used in the calculation of the measure reported in the 2002-03 Annual Report.

The Department has direct influence over the percentage of workers covered by Occupational Health Committees to the extent the legislated requirements are enforced. The actual rate of compliance will be impacted by the commitment of employers to implement and support an Occupational Health Committee, particularly in smaller, more transient workplaces. An accurate estimate of the number of workplaces and number of workers that require an OHC is difficult to obtain.

The improvement in this performance measure is due to an increase of 416 new Occupational Health Committees in Saskatchewan. The Department will continue to expand the number of Occupational Health Committees in the future with a commitment to increase the number of committees by a further 300 in 2007-08.

Lost-time injury rate



Sources: Statistics Canada, Labour Force Historical Review, 2006

The lost time injury rate measures the number of injuries reported to and accepted by WCB per 100 full-time equivalent workers.

The number of WCB accepted claims in a calendar year involving lost time from work is divided by the estimated number of full-time equivalent workers based on Statistics Canada industry average wage data and WCB payroll information. As not all workers are covered by WCB, not all workers report injuries or illnesses and the estimated number of full-time workers is a derived number, the rate is only a proxy for the actual number of workplace injuries or illnesses.

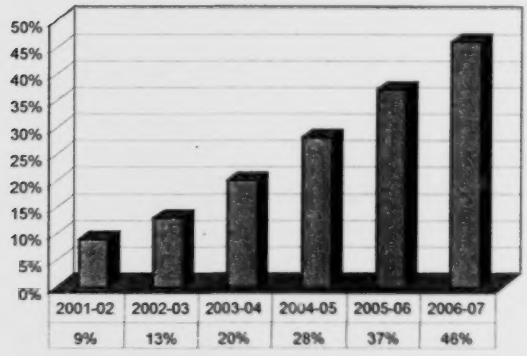
Each year more than four per cent of our workforce suffers from a work related injury or illness severe enough to take them off the job. In 2002, 15,174 Saskatchewan workers lost time from their job – a lost time injury rate of 4.95 per cent. This was the second highest injury rate in Canada. Progress is being made. We set an initial target of a 20 per cent reduction – down to 4 per cent over the next four years. The injury rate was 4.81 in 2003, 4.40 in 2004, 4.25 in 2005 and 4.05 in 2006, a decrease of 18 per cent in the last four years. Saskatchewan Labour is committed to reducing this rate even further and has set a goal of an additional 20 per cent for Phase II of this initiative, to 3.5 per cent by 2011. More workers are now covered by WCB, but fewer workers are being injured.

This measure is commonly used in other jurisdictions and does provide an indicator of the relative number, type and severity of injuries for most workplaces. Based on WCB statistics, not all workers are covered, notably most farmers and farm workers are excluded. The data are based on reported and accepted claims. Also, the data tends to focus on traumatic events, such as injuries rather than illnesses, and

as different industries tend to have different reported injury rates, changes in type of employment can affect the overall rate.

The department has a low level of influence on the overall workplace injury rate. Economic factors among many others influence, on a yearly basis, workplace injuries.

Percentage of Practical and Applied Arts high school students receiving occupational health and safety orientation as part of the* Ready for Work *program



Sources: Saskatchewan Learning and Saskatchewan Labour databases

The performance measure is calculated by multiplying the number of Practical and Applied Arts teachers who have received orientation training by the average number of students in a class (25), then dividing by the total number of Practical and Applied Arts students (enrolled in a three year cycle).

In 2006-07 the number of Practical and Applied Arts high school students receiving occupational health and safety orientation increased nine percentage points over 2005-06.

The number of students receiving occupational health and safety orientation increased as a result of an increase in the total number of teachers who have received orientation training.

Saskatchewan Labour has no influence over the Practical and Applied Arts courses that are offered in provincial high schools. However, through ongoing collaboration with the Curriculum Branch of Saskatchewan Learning, the Department has a moderate level of influence over the training of Practical and Applied Arts teachers in the *Ready For Work* Program. It is reasonable to assume that the number of students exposed to *Ready For Work* resources will increase in conjunction with the number of Practical and Applied Arts teachers who register for and receive training in the use of the program.

For more information on specific *Action Plan* initiatives and periodic updates on these initiatives visit www.labour.gov.sk.ca

Objective 2 – Improved Work-family/Life Balance

The significant increase in the number of dual-earner families (and lone-parent families) has intensified the stress and fatigue many employees experience as they attempt to balance the needs of their jobs and their families. Employers' interest has heightened in this issue as research shows that work-family conflict impacts on the economic well-being of business and service organizations in the private, public, and non-profit sectors. Achieving performance targets is very much dependent on the level of commitment employers and employees have in

becoming involved, and maintaining that involvement, in a culture change. The Work and Family Unit was established to assist all sectors in the province to strengthen their capacity to develop workplaces that are more family-friendly.

Key Results

Continue to engage with workplaces to implement The Family-Friendly Workplace Portfolio [2006-07 planned result].

- Four workplaces are or have begun working with *The Family-Friendly Workplace Portfolio*. Due to partnering with The Balancing Work and Family Alliance (BWFA) in delivering the conference: *Work-Family Balance and Labour Force Shortages* the resources assigned to this activity were restricted.

Continue to train groups of workplace representatives (Human Resources Directors, Union Representatives, Managers, Wellness Co-ordinators) about how to use The Family-Friendly Workplace Portfolio [2006-07 planned result].

- Forty Six individuals received formal training in applying *The Family-Friendly Workplace Portfolio*. A key part of the *Work-Family Balance and Labour Force Shortages* conference was a workshop session (*Towards Sustained Change in Workplace Structure, Culture and Practice*) where speakers presented *The Family-Friendly Workplace Portfolio*, which led to several requests for further worksite training.

Develop a sector engagement plan which will involve the identification of opinion leaders in the small business, trade union, Aboriginal employers/ employees, unionized workplaces, and non-profit sectors, who will be trained to offer leadership on work-family issues in their respective sectors, including a new measure which engages employees and employers who have not been previously involved in the work-family balance discourse [2006-07 planned result].

- This sector engagement plan has proven to be a useful strategy for broadening participation of Saskatchewan residents in relation to work-family balance issues. The actions this year included:

- Focus Groups with employed First Nations and Métis women:

    - The Unit in partnership with the Saskatchewan Aboriginal Women's Circle Corporation (SAWCC) conducted a qualitative research focus group with employed mothers. This research was analyzed and presented at the March 2007 together with SAWCC. A second such focus group was conducted with First Nations employed women in Prince Albert and that research was also analyzed and presented at the March 2007 conference together with the Prince Albert partner.

- New Voices Outreach Project:

    - The Unit, in partnership with the Balancing Work and Family Alliance launched a six-month outreach project *From the Margins: Bringing*

New Voices into the Work-Family Discourse in Saskatchewan with funding from Status of Women Canada. Awareness training meetings, which were held in Prince Albert, Yorkton and Swift Current, included employed women from all sectors of First Nation and Métis ancestry, visible minorities and farmwomen with off-the-farm jobs who had care responsibilities.

- Awareness Training in Prince Albert:
    - In November 2006, 54 business and community leaders attended, an awareness training breakfast sponsored by the Unit and co-hosted by Prince Albert Canadian Tire, the Prince Albert Multicultural Council and the Treeline Chapter of the Interprovincial Association on Native Employment Inc.
    - As part of the commitment of the Unit to engage more employees in discussing their work-family balance, consultations were set up with staff from the Education and Health Units of the Prince Albert Grand Council for a series of lunch and learns.

Continue to work with Saskatchewan Learning to implement the work and family aspects of the Early Learning and Care Strategy [2006-07 planned result].

- Four August Human Resources and Social Development Canada held consultations across Canada regarding the Federal Child Care Spaces Initiative. The Unit facilitated the involvement of six employers in this process, one of which, Bill Edwards, was appointed to sit on the Ministerial Advisory Committee on the Child Care Spaces Initiative. Throughout the year the Unit identified and provided resources to a number of employers who expressed interest in supporting access to child care for their employees.

Facilitate initiatives on lower-waged employees and work-family issues [2006-07 planned result].

- Help young people make the transition from school to work by training 160 teachers. Unit continued to work with Catholic Family Services, the United Way of Saskatoon and the Saskatoon and District Labour Council on a low-wage work and family balance initiative. The activities included facilitating:
    - a workshop for employers from the hospitality and retail sectors to discuss their workplace experiences and approaches around work-family balance;
    - a workshop for employers and representatives from community organizations to learn from a child-care consortium expert about cost-effective solutions which can assist business, especially small business, to respond to the dependent care problems faced by employees.

Undertake leadership with the federal government to promote implementation of non-legislative work-family programming,

that was advanced by Saskatchewan Labour with the Federal Labour Standards Review Commission [2006-07 planned result].

In October 2006 the Report of the Review Commission on Federal Labour Standards: Fairness at Work, Federal Labour Standards in the 21st Century, was released. Given that key recommendations in this Report supported the programming that Saskatchewan labour is undertaking in respect to employers' and employees' need for more work-family balance, the Minister of Labour was instrumental in calling for Federal/Provincial/ Territorial (F/P/T) consultation on these recommendations at the January 2007 meeting of F/P/T Ministers of Labour. This action led to preparatory discussions for this consultation being headed up by Labour Canada and Saskatchewan Labour (the Work and Family Unit).

Facilitate the development of ongoing and new research capacity at the University of Saskatchewan and the University of Regina relative to work-family issues [2006-07 planned result].

- The Unit continues to collaborate with the Saskatchewan Population Health Evaluation Health Research Unit (SPHERU) on a study on health and multiple roles (work-family) which includes Aboriginal employees. This research project and data was presented at the conference: Work-Family Balance and Labour Force Shortages.

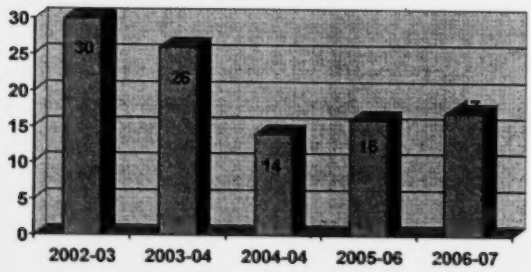
In addition to the 2006-07 planned results, the Work and Family Unit:

- Held a successful conference: Work-Family Balance and Labour Force Shortages. The Work and Family Unit, Saskatchewan Labour, in partnership with the Balancing Work and Alliance (BWFA), presented the conference on March 14-15, 2007 in Saskatoon. This high-calibre conference, which attracted over 290 registrants, featured international, national, and local speakers, taking a multi-sectoral approach with respect to its presentations and workshops. All sectors were well represented: business (78, including 14 small businesses); community (79); labour (42); government (73); other sectors (14). Presentations were made by two employers panels and a panel of young employed parents. Six businesses and the Saskatchewan Federation of Labour provided financial sponsorship.

- Funded and prepared, (in partnership with The Balancing Work and Family Alliance) a publication showcasing the winners of the 2005 Saskatchewan Work & Family Balance Awards.

Measurement Results

Number of workplaces/organizations that request assistance in becoming aware of work and family issues



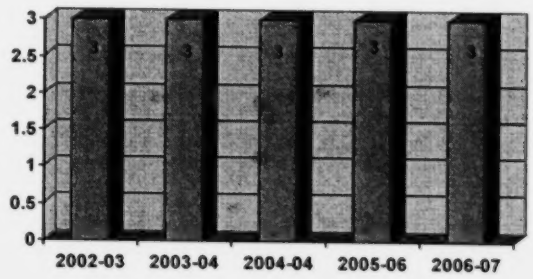
Source: Saskatchewan Labour, Work and Family Unit administrative records.

This measure quantifies the number of workplaces and organizations that request the Department's assistance in becoming aware of work and family issues. Increased workplace knowledge on work and family issues is a precursor to improving work-family/life balance.

Measurement results gauge voluntary involvement of employers, employees, and organizations in becoming more family-friendly. The level of requests is unpredictable and influenced by factors such as other workplace issues, changes in human resource personnel, and availability of management time.

The number of individuals who participated in these awareness sessions was 310. This number has decreased from the earlier years when more 'awareness' training was requested due to the newness of the Unit.

Number of work and family community-based partnerships



Source: Saskatchewan Labour, Work and Family Unit administrative records.

This measure quantifies the number of work and family community-based partnerships that have been developed and maintained in Saskatchewan. The capacity building approach of the Work and Family Unit assists representatives from business, labour, community and government sectors to partner in order to undertake public education and specific projects related to the lack of work-family balance. These groups reflect local interests and play a critical role in enhancing workplace and general public awareness about the importance of work-family balance. Whether these groups really 'gel' is a product of numerous contextual factors over which we have little control.

The three community-based Work-Family/Life partnerships are successful in strengthening employer, employee, and community capacity towards creating family-friendly workplaces.

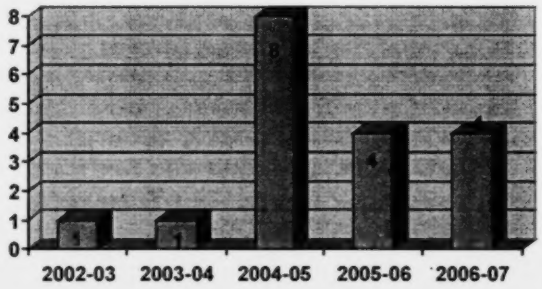
- The Balancing Work and Family Alliance (as the Unit's community partner) co-sponsored the March 2007 conference: *Work-Family Balance and Labour Force Shortages*, with Keynote speaker Dr. Suzan Lewis of Middlesex University Business School in London, England.

- The Regina Work Life Balance Network assisted with outreach for the March 2007 conference: *Work-Family Balance and Labour Force Shortages*.

- In spring 2007, the Yorkton Balancing Work and Family partnered with The Work and Family Unit to host a diner and talk by Dr. Linda Duxbury. Over 450 people attended the event. The Committee also assisted with outreach for the March 2007 conference: *Work-Family Balance and Labour Force Shortages*.

- The Swift Current Chamber of Commerce, the Southwest Regional Economic Development Authority, and the Southwest Regional Intersectoral Committee partnered to plan a business focussed Work-Life Balance meeting for the spring at which the Executive Director of the Unit discussed the "business case" for the family-friendly workplace.

Number of workplaces/organizations that the Unit is assisting to make workplace change (culture, policies, practices) through the application of *The Family-Friendly Workplace Portfolio* and other training and consultation as provided by the Work and Family Unit



Source: Saskatchewan Labour, Work and Family Unit administrative records.

This measure quantifies the number of workplaces the department is assisting to become more family friendly through the application of The Family-Friendly Workplace Portfolio and other training. The Family-Friendly Workplace Portfolio (print and electronic material) includes guides on change techniques, a local case study, and a set of field-tested instruments, which assess family-friendly strengths, gaps, and employees' priorities for multi-year workplace change objectives. Becoming more family-friendly refers to a process, which develops a family-friendly approach to many aspects of work, including work arrangements, management style and the overall attitudes and values within the work environment. Many factors such as economic well-being and organizational readiness, as well as our limited marketing resources, reduce the level of influence over the measurement results.

This measure has turned out to be somewhat too narrow. Numerous workplaces, such as many of those that presented at the March 2007 conference, are changing their workplace culture by using information and resources from a variety of texts, consultants and tools.

Objective 3 – Fair and timely resolution of workers' compensation appeals on behalf of injured workers

The Office of the Worker's Advocate (OWA) provides assistance to any injured worker or dependant of any injured worker who has suffered a work related injury and who has a dispute with the Workers' Compensation Board concerning their claim for compensation. Advocates represent workers or their dependants at appeals with the Workers' Compensation Board. In addition to representing workers through the appeals process, the OWA will assist an injured worker to obtain benefits they are entitled to without taking the dispute through the appeals process. A work-related injury could have a significant impact on a worker and his/her family should the worker not receive the benefits he/she may be entitled to. An early resolution of disputes with the Workers' Compensation Board can minimize the negative financial, medical and family impacts disputes can cause.

Key Results

Continue to streamline processes to ensure that injured workers requesting assistance are dealt with in a timely and appropriate manner [2006-07 planned result].

- Reduced the waiting time for the services of an advocate from eight weeks in April 2006 to a maximum of six weeks in April 2007. These workers needed the services of an advocate to prepare their appeal and to represent them at the final level of appeal, the Board members.
- Reduced the number of files waiting for the services of an Advocate to 33.
- Continued to provide initial assistance to workers who were preparing their file for submission to the Appeals Committee in less than one week after initial contact with our office.
- Developed a new case management process to refer files dealing with one type of issue to the Intake Officer as soon as the worker or family member approached the OWA for assistance at the first level of appeal. This resulted in those workers being represented by the office within one to two weeks of contact with the office.

Develop new programs to track and analyze the requests the OWA receives [2006-07 planned result].

- Developed new programs to track the types of issues the office to both levels of appeal.
- Developed new programs to track injury and industry information on the submissions the office receives.

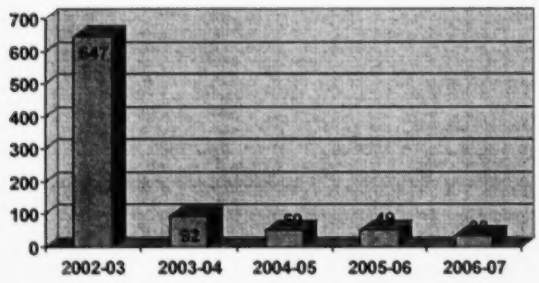
- Continued to track the number and type of files the OWA receives on a monthly basis. This information was used to confirm resources are being utilized effectively.

Continue to analyze the incoming workload to determine the appropriateness of the OWA programs [2006-07 planned result].

- Developed new programs to ensure the OWA continues to provide service within our stated objective of nine weeks or less.

Measurement Results

The number of files waiting for the services of Worker's Advocate

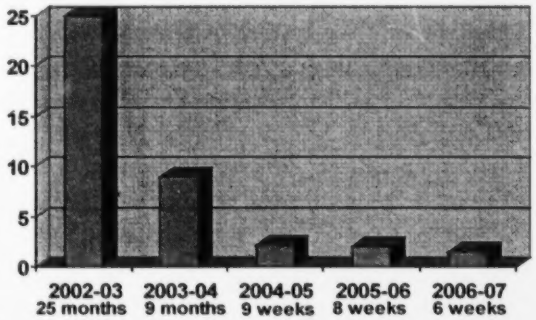


Source: Saskatchewan Labour, Office of the Worker's Advocate records.

This measures the OWA's ability to provide service to clients in an effective and efficient manner. This also allows the OWA to determine the resource requirements.

This measure quantifies the number of assigned files in comparison to the total number of files, both assigned and unassigned, being held by the OWA. By tracking the percentage of assigned files, the OWA can gauge the success of the programs offered as well as ensure the office has the appropriate amount of resources.

Length of time an injured worker must wait for the services of a Worker's Advocate



Source: Saskatchewan Labour, Office of the Worker's Advocate Division records.

This measure calculates the length of time from when the file is put into the backlog to when that file is assigned to an advocate.

This measures the OWA's ability to provide service to clients in an effective manner. This will enable the OWA to provide services that best suit the needs of injured workers. The length of time a worker has to wait for assistance reflects directly on the quality of service the OWA delivers.

The OWA has no control over the number of requests it receives. Should the number of requests from injured workers increase, there is a risk that the wait for service will increase.

Goal 4 – Equality of Saskatchewan Women

Objective – Increased reflection of issues affecting women in government policies

The Government of Saskatchewan recognizes and appreciates women's diverse contributions to the success and prosperity of this province. Women play a key role in the economic, social, political and cultural development of Saskatchewan, but still face barriers that prevent them from participating fully. Issues such as balancing work and family, responsibilities for unpaid work and caregiving, violence in the home and harassment in the workplace, adequate housing and health care, and employment and training needs affect not only women and their families, but society as a whole and governments at all levels. Saskatchewan women represent a substantial and valuable pool of human resources. If their collective potential is to be fully realized, governments need to respond to the issues and barriers women confront in ways that are innovative and productive.

It is important to note that some women, particularly Aboriginal women, visible minority women, and women with disabilities, face additional barriers and challenges to achieving equality. Policies and programs, to be fully effective, must respond to diversity as well as gender to facilitate the achievement of all women's full potential.

Through the *Action Plan for Saskatchewan Women*, the government will support initiatives that will assist women to move forward in many aspects of their lives -economically, socially, politically and culturally. The Action Plan identifies key government initiatives under four objectives:

- Economic equality and security of all Saskatchewan women
- Safety for all Saskatchewan girls and women
- Health and well-being for all Saskatchewan women
- Equitable participation of women in leadership and decision-making

Government policy and decision makers continue to receive gender-based analysis training, which will provide them with the skills and tools to identify how government policies and programs impact women, men and diverse groups of women and men in Saskatchewan.

Key Results

Monitor and report on progress made on the proposed 57 actions in The Action Plan for Saskatchewan Women [2006-07 planned result].

- A Progress Report on the Action Plan for Saskatchewan Women was released in March 2005 and a final report is anticipated in 2007.

- The SWO had planned to produce a second Progress Report on the Action Plan, using a cut-off date of June 30, 2006. However, given that the five-year period of the Action Plan expired in 2007, and considering the large number of departments involved, the decision was made to produce one final report rather than both a progress report and a final report.

Deliver a systematic process to guide the integration and monitoring of gender-based analysis (GBA) into government decision-making processes by providing training and education for managers, senior policy analysts, advisors and key government staff [2006-07 planned result].

- The Status of Women Office (SWO) provides training in gender-based analysis as requested by government departments and agencies, as well as Crown corporations.

Provide expert advice, analysis, and resources to remaining public sector employers and other workplaces undertaking pay equity projects [2006-07 planned result].

- Provided advice, analysis and resources as requested to organizations covered by the Pay Equity Policy Framework.

Provide grants to women's organizations to celebrate International Women's Day and raise awareness of women's issues [2006-07 planned result].

- The Status of Women Office sponsored 71 organizations that, in turn, hosted 33 events throughout the province in recognition of International Women's Day (March 8).

Meet annually with women's groups to ensure that women's voices, issues, ideas and solutions, are considered in the development of government policy that impacts women [2006-07 planned result].

- In 2006-07, the SWO had 54 consultations with women and women's groups in different regions, and with youth, immigrant women, academics, business and professional women, nurses and doctors, First Nations and Métis women, northern women, program and service operators, and women in non-traditional occupations.

Develop and deliver a variety of informational materials for women's organizations, other organizations and the public on services for women, statistics on women, funding for projects and gender-based analysis [2006-07 planned result].

- In 2006-07, the Status of Women Office participated with other Status of Women Offices from across Canada, and Statistics Canada to produce a new report, *Measuring Violence Against Women: Statistical Trends 2006*. The report includes data from the 2004 General Social Survey (GSS), the 1999 General Social Survey, and the 1993 Violence Against Women Survey.

- A section of the document is dedicated to Aboriginal women and their experiences of violence. Following the inclusion of Canada's northern territories in the 2004 GSS, for the first

time, there will also be a section of the document specific to the North.

- The Status of Women office also released *Women in the Saskatchewan Labour Market: A Comparison of Wage Rates*. This report analyzes and discusses Statistics Canada data on Saskatchewan's women's labour force attachment from 2003 to 2005.

- This report shows that women have not achieved equality with males in the labour force. Men are paid more than women in every occupation and sector of the economy. Overall, women's wages are closest to men's when women are covered by a collective agreement and work for large employers.

These are some highlights of the report:

- Women are paid 86 per cent of the average wages paid to men.

- More than one-half of women employees are clustered in three industry sectors.

- Women make up 64 per cent of employees in the five lowest paying occupation groups.

- Among the 62 per cent of women who work in the private sector, 75 per cent work for small- and medium-sized businesses.

- The gap between the employment rates of Aboriginal and non-Aboriginal women is higher in Saskatchewan than in other western provinces.

- Women with a bachelors degree are paid twice as much as women with Grade 12 educations but less than males with a bachelors degree.

- Women in unions are paid almost 50 per cent more than non-unionized women.

- The wage gap between unionized females and males is much smaller than among non-union women and men.

Provide grants to women's organizations and other community organizations for projects that will address women's issues [2006-07 planned result].

- In 2006-07, the SWO supported 59 activities hosted by, or for, women with $98,000.

- $40,800 was directed to 16 partnership grants. Some examples are:

    - $7,500 to the *Public Legal Education* and *Action* fund to help support a second printing of "A Guide to the Law for Saskatchewan Women", and

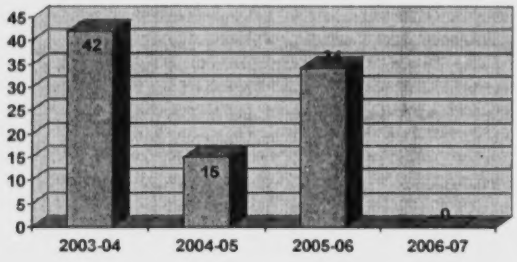
    - $5,000 to the *Business & Professional Women of Saskatchewan* to establish a mentoring program for business and professional women in Saskatchewan.

    - $1,500 to the *U of S Women's Centre* to contribute to the Western Network of Campus Sexual Assault and Women's Centres 2nd Roundtable.

- $15,895 was directed to 33 International Women's Day projects.
- $41,353 was directed to research and consultation contracts, and gatherings.

Measurement Results

Number of key government staff who have completed gender-based analysis training annually



This measure determines the need to review the extent into which gender-based analysis is integrated into government decision making.

Information regarding the role of the Status of Women Office, government policies pertaining to women, publications available from the SWO, the Saskatchewan Women's Directory Online, and statistical updates and links to other organizations can be found on the SWO website at www.swo.gov.sk.ca.

2006-07 Financial Results

Summary of Expenditures

2006-07 Financial Results Summary of Expenditures ($000's)

Subvote/Subprogram Variance	Original Estimate	Actual Expenditure	Variance Over/(Under)
Central Management and Services	5,144	5,071	(73) [1]
Occupational Health and Safety	6,103	6,053	(50)
Labour Relations Board	823	666	(157) [2]
Labour Relations and Mediation	534	582	48 [3]
Labour Standards	2,119	2,110	(9)
Worker's Advocate	558	548	(10) [4]
Status of Women	378	339	(39) [5]
Amortization of Capital Assets	21	0	(21)
Subvote Total	15,680	15,369	
Subtotal	0	0	
Special Warrant Funding	0	0	
Statutory Adjustment	0	0	
Total Expenditure	15,680	15,369	(311)

Explanations of Special Warrants and Major Variances

1. Refund from Saskatchewan Property Management for lower than budgeted Accommodation charges.
2. Salary savings due to Vacancy of Vice-Chair position.
3. Over expended due to special Mediators for Sobey's and SGEU.
4. Salary savings due to vacancies.
5. Salary savings due to vacancies.

Variances greater than $100,000 and/or five percent of the subvote amount are identified.

Summary of Revenues

The Department collects revenue relating to the sales of licenses and service fees for inspections and registrations on behalf of the government. The Department also receives transfers from Crown entities and other governments for services provided to them. All revenue collected is deposited in the General Revenue Fund. A summary of the Department's 2006-2007 budgeted revenue compared to actual revenue is presented below. Variance explanations are provided for all variances that are greater than $5,000.

in thousands of dollars

Revenue Category	Budget	Actual Revenue	Variance Over/ (Under)
Other Licenses and Permits/Examination Fees	1	1	0
Sales, Services and Service Fees	6	7	1
Other Miscellaneous Services/Other Registration Fees	37	41	4
Fines, Forfeits, and Penalties/Fines and Costs	2	3	1
Transfers from the Federal Government	250	252	2
Transfers from Crown Entities	8,956	8,476	(480)[1]
Other Revenues, Casual Revenue	13	23	10 [2]
Total Revenue	9,265	8,803	(462)

Explanations of Major Variances

1. Lower than budgeted Occupational Health and Safety Division costs.

2. Higher than anticipated casual revenue and refund of previous year expenditures.

All moneys collected are remitted to the credit of the General Revenue Fund.

Variances greater than $100,000 and/or five percent of the subvote amount are identified.

Where to Obtain Additional Information

If you have questions or comments about the annual report, or would like additional copies, contact:

Saskatchewan Labour
Communications Branch
(306) 787-3637

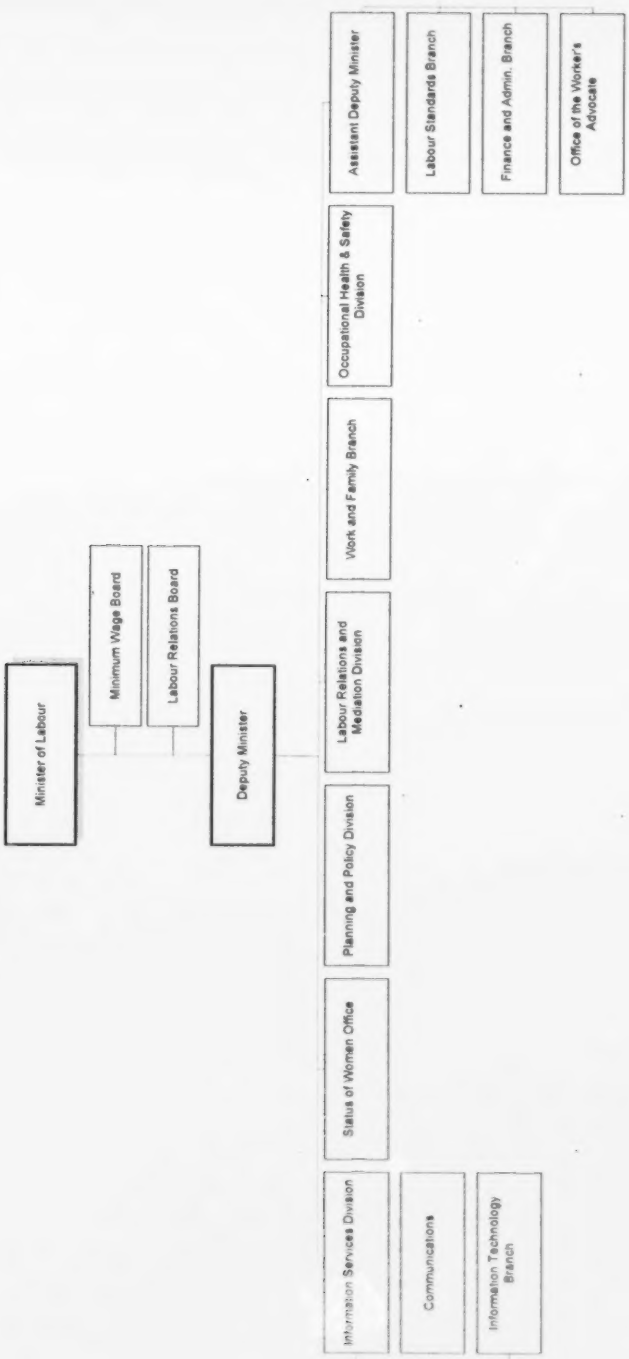
Or visit us online at:
www.labour.gov.sk.ca

For additional information, visit:

www.readyforwork.sk.ca
www.swo.gov.sk.ca
www.workandfamilybalance.com
www.worksafesask.ca
www.sasklabourrelationsboard.com

Appendices

Appendix A: Organization Chart
(as of March 31, 2007)



Appendix B: Legislation administered by Saskatchewan Labour

The Building Trades Protection Act
The Construction Industry Labour Relations Act, 1992
The Employment Agencies Act
The Family and Community Services Act
The Fire Departments Platoon Act
The Health Labour Relations Reorganization Act
The Human Resources, Labour and Employment Act
The Collective Bargaining Agreement Expiry Date Exception Act
The Labour Management Disputes (Temporary Provisions) Act
The Labour Standards Act
The Occupational Health and Safety Act, 1993
The Radiation Health and Safety Act, 1985
The Trade Union Act
The Victims of Workplace Injuries Day of Mourning Act
The Wages Recovery Act
The Women's Affairs Act